PMBOK® 7e Update for CPM 4e Chapter 15 Finishing the Project and Realizing the Benefits

PMBOK® 7e Domains Impacting Chapter 15

Stakeholders
Team
Delivery

Stakeholders

In moving from process-based standards (*PMBOK® 6e*) to principle-based standards (*PMBOK® 7e*), PMI makes clear that the goal of project management is to provide value to stakeholders. We may do this through deliverables, but the desired outcome is not the deliverables themselves but rather the value and benefits they afford our stakeholders. As such, satisfying our stakeholders is the ultimate way of measuring our project's success. If we have been engaging with stakeholders throughout the project and gauging their satisfaction along the way, there should be no surprises in terms of how they feel about our project at completion.

Team

A couple key actions towards the end of an iteration or project are recognizing team members' contributions and capturing retrospectives or lessons learned. Team members should be recognized for their work and any professional growth they have experienced through their time on the project.

Lessons learned can refer to both tacit and explicit knowledge and should be captured in such a way that future teams can look back to them for guidance. When done well, the organization as a whole gains knowledge through the experience of performing projects.

During the project execution and after completion of the project, the project team must ensure that all the contracts and procurments, if any, are technically and legally closed.

Delivery

If we have been using an adaptive lifecycle, we have been working with the product owner all along to elicit what he or she is looking for and what features are most important. We prioritized the most important features first and strive to deliver something of value in every iteration. It is ultimately up to the product owner to decide when we have gone as far as is necessary, based on the "definition of done."

If, by contrast, we have been using more of a predictive approach to our project, we may not have much to deliver until near the end of the project unless there are some significant milestones with associated deliverables along the way. Regardless, our success will be based on whether we have

met the stakeholder’s needs. A successful project may provide benefits to the organization that last well beyond the project’s close.